Capability Gap Brief

Public Affairs

CWO2 Matthew Smith
Fires & Maneuver Integration Division
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Top Ten Gap Listing

FMID Section	Priority
Unmanned Aircraft Systems	1
Assault Support	2
Target Acquisition	3
Counter fire / Targeting	4
Fire Support Coordination	5
Information Operations	6
Personal Equipment	7
Small Arms / Crew-Served	8
Mobility / Counter-Mobility	9
Rockets / Artillery	10
Riverine / Special Operations	11
Public Affairs	12
Offensive Air Support	13
Electronic Warfare	14
Civil Affairs	15
Offensive Anti-Air Warfare	16

Public Affairs (PA)
Combat Assessment

JCA: 8.1.0.0 Hi Pri Joint Deployment/Rapid Distribution
MCT: 1.6.6.9 Hi Pri Conduct SASO
Deficiencies in Conditions: Unable to effectively disseminate PA messages. Shortfall in PA production.
Deficiencies in Standards: Unable to disseminate PA messages to local, regional, national and international audiences. PAE/PAC limited capability to meet USMC PA needs.
Possible DOTMLPF Implications: Force Structure, equipment and Manpower requirements. PA capabilities development representation.

Gap, Excess, or Shortfall

Equipment	(G) Program of Record funds meet 10% of material needs
Data Dissemination	(G) Global live video transmission
Forces supported	(S) MAGTF (ALL), MARFOR, MEF, Division, Wing, MLG, MEU, SE

Inputs utilized for analysis:
- MAGTF FAA dtd Jun 2006
- UNS-04143UA Deployable Press Information Centers
- 2006 QDR – Strategic Communications Roadmap
- DRAFT Joint Public Affairs ICD
- Current Funding Data: POM-08 and Supplemental
- Marine Corps Midrange Threat Estimate: 2005-2015
- Lessons Learned Database
- 34th CMC guidance
- Joint Public Affairs Support Element FAA dtd

Current PORS

Public Affairs Equipment (PAE) – Individual still/video acquisition and production capability for use by Public Affairs correspondents.

Impact on the MAGTF

- **The Public Affairs gap has been identified by current operations**
  - **The inability of Marine Corps Public Affairs to proactively respond to enemy information campaigns.**
  - **If the status quo is maintained, enemy communications that spread rumor and lies will continue to reduce the effect of our truthful information campaigns.**
  - **Rumor and lies disseminated by enemy forces re-enforce extreme ideologies, prompt violent actions and aide recruitment.**

Key Attributes Needed to Resolve the Gap

- **Individual correspondent/broadcaster imagery acquisition and editing.**
  - These capabilities allow the individual correspondent to capture and edit imagery, write or produce written, electronic or video stories and footage, etc.
- **Individual correspondent global broadcast communications (as needed)**
  - This capability allows the individual correspondent to send a story from any area of operations to any global audience. The global communications capability is selectively used to communicate high priority messages. This is also the most expensive communications capability.
- **Spokes-and-hub distribution activity**
  - This capability provides the means to communicate between media outlets and PA practitioners in the field and to market and disseminate PA products from the field to media outlets anywhere in the world.

Key Attributes Needed to Resolve the Gap

- **Access to key personnel.**
  - To effectively deal with crisis communications situations the subject organization's senior leadership on the ground is perceived by the public as the most credible source of information.
  - To effectively communicate command messages during normal operations subject matter experts or a common Marine are perceived as the most credible sources of information.
- **Plan, create and execute media and community relations events.**
  - An effective PA organization must include a robust marketing capability.
- **Conduct media analysis**
  - PAO's need to have the ability to quantify how much media coverage pertains to Marine Corps operations and assess the probable effects of media coverage on those operations.

Current Capability Issues

- **Transition from targeting primarily the national news outlets to emphasize when appropriate, local and regional media outlets and non-traditional venues**
  - Increases probability that messages will be delivered to the appropriate audience.
  - Requires PA practitioners to employ more marketing techniques to gain and maintain the target audiences' attention.
  - Requires adequate acquisition, editing and transmission capabilities to ensure information can be passed from the forward-most limits of operational areas back to Higher HQ public affairs/commands and back to global media outlets.
  - Requires a spokes-and-hub distribution architecture and related competencies, commensurate with media industry standards and processes.

- **Obtaining above core funding to meet operating requirements**
  - Historically PA needs have been identified and addressed to a limited degree at the unit level. Transition from stovepipe to an enterprise-wide Marine Corps public affairs capability will facilitate the instantaneous movement of standardized, accurate and timely public information to various audiences – which will indirectly yield positive, non-kinetic, non-lethal effects for commanders at every level.

Current Capability Issues

- **<u>Lack of advocacy during POM processes to identify and justify the need and capabilities of Marine Corps Public Affairs forces enterprise-wide.</u>**
  - Capabilities development processes within the Marine Corps occur mainly at the Deputy Commandant level. Public Affairs had no such representation until the POM 10 Front End Analysis began.

- **<u>PA postures are not well understood outside of the PA community.</u>**
  - A proactive posture is preferable. Commanders (vis-à-vis the PAO) seize the informational initiative and establish the time, place and conditions for media interaction. Providing publics with large quantities of truthful, relevant and timely information promotes an accurate understanding of ongoing operations and provides balance to the inevitable sensational story that occasionally captures the public's attention.
  - A reactive posture is the result of responding to unsolicited media interest. It is inevitable during periods of crisis. During this type of engagement, the media determines the topic, and the time and place of engagement. Success during these periods can be greatly enhanced by proper prior planning and the relationships, trust, and credibility established through proactive engagement.

Current Capability Issues

- **Joint considerations**
  - **There is a Joint Public Affairs ICD sponsored by the Joint Public Affairs Support Element @ JFCOM starting KMDS staffing in Feb 2007.**
  - **Roles and responsibilities of PA, PSYOP, and Military support to Public Diplomacy not well defined @ Joint level.**

Fires and Maneuver Integration concerns

Gap #	JCA	MCTL/***FMID Section***	Description of Capability Gap by Task	G/E/ S/N	Gap Mitigation	
					POM-10	Beyond
4	**Foreign Internal Defense** **Peace operations**	Conduct SASO/ ***Information Operations***	**Capacity gap in imagery management. Capability gap in PSYOP and CNO. Capability and capacity gaps in IO coordination function.**	G	**Y**	**Y**
9	**Foreign Internal Defense** **Peace Operations**	Conduct SASO/ ***Civil Affairs***	**Capacity gap in personnel because CA units in RC. Capability gap due to absence of uniform training standards and access to formal CA schools, and wrong mix of small arms.**	G.S	**Y**	

C2 Integration Concerns

Gap #	JCA	MCTL	Description of Capability Gap by Task	G/E/ S/N
7	**Conduct Information Assurance**		**Gap at all echelons in sharing information with other coalition countries and non-governmental organizations**	G
9	**5.5 Plan Collaboratively**	**5.1 Acquire, Process, Communicate Information, and Maintain Status** **5.2 Prepare Plans and Orders** **5.2.1 Conduct Rapid Response Planning Process (R2P2)** **5.3.1.7 Establish Liaisons** **5.3.2 Establish Means to Command and Control** **5.3.4 Conduct Fire Support Coordination** **5.5.2 Participate in the Development of Joint/Service Doctrine and Tactics, Techniques, and Procedures (TTPs)** **5.5.3 Conduct Joint Mission Planning Utilizing JOPES (Campaign/Deliberate/Crisis Action Planning)** **5.5 Conduct Joint and Coalition Operations** **5.5.1 Integrate and Operate with Joint/Combined Forces**	**"Battalion and below- Gap in transport layer"**	G

Intelligence Integration concerns

Gap #	JCA	MCTL/***IID Section***	Description of Capability Gap by Task	G/E/ S/N	Gap Mitigation	
					POM-10	Beyond
9	**4.4.2.0 Dissemination and Integration** **4.5.2.0 Intelligence Architecture Development**	**2.5 Disseminate and integrate intelligence**	**Inability to provide tailored, Multi-Level Security (MLS) products.**	G	**X**	
10	**4.4.4.0 Intelligence Preparation of the Environment** **5.3.0.0 Develop and Maintain Shared Situational Awareness** **14.0.0.0 Joint Special Operations and Irregular Warfare** **14.4.0.0 Unconventional Warfare** **18.4.3.0 Regional Security Initiatives** **19.2.0.0 Humanitarian Assistance**	**2.4 Produce Intelligence** **2.4.2 Interpret information**	**Limited foreign language capability.**	S	**X**	

Force Protection Integration concerns

JCAPri	JCA	MCTL	Description of Capability Gap by Task	G/E/S/N	Gap Mitigation	
					POM-10	Beyond
9	**Joint Protection**	**MCT (9): 1.6.6.1, 6.1.1.3, 6.1.1.3.5, 6.1.1.4.2, 1.6.6.1, 5.3.3.3, 6.1.1.5, 6.1.1.4, 6.1.1.2.1**	**Impede Movement, Counter-Personnel: Unable to adequately deny/defend area or delay personnel using NL means.**	G	**X**	

DOTLPFM Impacts

- **Doctrine**
  - JP 3-61, MCWP 3-33.3 currently provides policy for Marine Corps Public Affairs.
  - A doctrine update will be needed to standardize new processes.
- **Organization**
  - A re-alignment of up to 30% of PA personnel to operating force units will be required.
- **Leadership and Education**
  - Public Affairs training will need to expand beyond the officer and senior enlisted leadership to include all ranks more regularly. Commanders need to be made more aware of deployment, employment, and transportation requirements for PA operations.
- **Personnel**
  - More personnel may be required.
- **Facilities**
  - PA equipment will need to be maintained in a secure, climate-controlled space.

DOTLPFM Impacts

- **Training**
  - **PA personnel will need to be trained on new approved processes.**
  - **New equipment training is minimal if COTS equipment continues to be used.**
  - **A total review of entry level training to update and/or add course curriculums enhancing marketing techniques.**

  - **Who can provide the required training?**
    - **A majority of PA training requirements need to be conducted at entry level.**
      - **Follow on training would focus on technique enhancement not fundamentals re-enforcement.**
    - **Training is currently conducted at the Defense Information School at Fort Meade, MD. This should be continued.**

DOTLPFM Impacts

- **Materiel**
  - **Are there current materiel solutions available to mitigate the capability gap? Partially.**
    - **Public Affairs Equipment line provides limited funding for current PA TAMCN systems.**
    - **Need an approved above core initiative in POM-10 to reduce funding gap of 90%.**
  - **Are there any current service/joint solutions available which meets the requested capability? Partially.**
    - **Commercial imagery marketing/distribution (Digital Video and Imagery Distribution System (DVIDS)) infrastructure exists and can be leased.**
      - **Significantly reduces operating costs and technical refresh of high $, low life expectancy equipment.**
      - **Currently funded w/GWOT funds.**
      - **Not part of POR.**

Possible Solutions
Non-Materiel/Materiel

- Above core POM 10 initiative to provide adequate funding for Public Affairs equipment and sustainment.
  - Current POM funding of approximately 350K a year funds only 10-15% of equipment purchases
  - O&M is needed to sustain and maintain equipment and distribution hub activity

Possible Solutions
Non-Materiel/Materiel

- Create a program of record DVIDS-like system.
  - Puts technology refresh burden on civilian sector
  - Provides active marketing and distribution capabilities
  - Provides CONUS surge capability for high priority public information events
  - Significantly reduces manpower and maintenance requirements

Possible Solutions
Non-Materiel/Materiel

- Training enhancements focusing on marketing and transmission subject areas.
  - Better marketing of military information products in highly competitive and diverse marketplace of ideas
  - Higher retention of military message
  - Transmission of timely, accurate story is priority for telling the Marine Corps story

Recommendation

- **Recommendation:**

- Above core POM 10 initiative to provide adequate funding for Public Affairs equipment and sustainment.

- Create a program of record DVIDS-like system.

- Training enhancements focusing on marketing and transmission subject areas.